

## QUESTIONS ASKED OF THE TOWN GOVERNMENT STUDY COMMITTEE

### KEY:

LWV = League of Women Voters

KG = Katy Gibson

AC = Advisory Committee

BoS = Board of Selectmen

SC = School Committee

Source	QUESTION	RESPONSE
<b>TOWN MANAGER</b>		
LWV	What could the Town Manager reorganize? Only departments within town hall or all departments, including those under independent boards?	We modified our proposal from May 11. Just as the Executive Director can now, the Town Manager has the authority to reorganize departments under his jurisdiction with the approval of the Selectmen. Our proposal states that if the TM wishes to reorganize departments working with a board, they must consult with the board, get the approval of the Board of Selectmen and the approval of Town Meeting. That essentially is the same procedure required today.
LWV	Is management of personnel a problem for boards? According to whom?	Not that we have heard of. We are unaware of any board that has a problem managing its own staff. However, we do believe that the management of staff and the evaluation process are uneven across the Town. For some boards, the members are involved in the day-to-day running of their departments and do not rely on the professional staff as much as they could. Other boards limit their involvement to policy-making decisions and rely heavily on their department heads for management of the staff.
LWV	Seems like most boards only manage one person: the Director. Are ALL the boards uncomfortable with this responsibility?	Not that we have heard of. Perhaps this question is directed at the responsibility for evaluating department heads. We are not clear from the question.
LWV	Hiring of Directors: How would the Town Manager have the expertise needed to hire directors in each department?	The Town Manager will have extensive personnel management experience and will work with the HR department and the affected boards to develop job descriptions, implementation of and subsequent search processes, etc. This is one of the fundamental skills found in successful Town Managers. At the TGSC meeting on July 8, the Committee voted to require that the appointment of a department head by the Town Manager requires the APPROVAL of the affected board. This change was in response to important feedback the TGSC received.
LWV	Hiring of Directors: What does the Town Manager add to the process that isn't being accomplished with the current system?	A consistent and significant layer of professionalism in the hiring process throughout town government. The TM also provides and encourages an interdepartmental link for collaboration and cooperation among department heads.
LWV	How does a director who answers to both a town board and the town manager (or land use director) balance competing demands/priorities?	With a strategic plan, department goals as a whole should be aligned within the town. We anticipate as well that a department head will work closely with the Town Manager to navigate through issues that might arise.
LWV	What are the downsides/pitfalls to avoid with a Town Manager? Can you share lessons learned from other communities?	In our interviews with other Towns, we have learned about several pitfalls we should try to avoid. First, the search process should be transparent and thorough for the Town Manager. Second, it is extremely important to "match" the Town expectations of what the

		Town Manager is to accomplish with the level and breadth of authority provided to the Town Manager. Third, the transition process should be thought through carefully. Fourth, shorter term goals for the first Town Manager should be put in place to allow the Town Manager to succeed, while giving the Town Manager and Town the time to adjust to the changes.
LWV	How many more people will need to be hired by the town as a result of this proposal? Will this be an increased cost to the town?	We are not able to determine at this point whether the headcount will increase. We do not anticipate increased headcount, but we are uncomfortable stating definitely that it will not. We anticipate that there will be increased salary costs for the Town Manager position, the Deputy Director position responsible for Land Use and possibly to the Town Clerk position. Whether costs overall will increase, we do not know at this time.
LWV	If the Town Manager is not performing, will there be sufficient checks and balances in place for accountability and possibly dismissal?	Of course. Just as there are now provisions for removal of the Executive Director in his contract, there will be provisions for the removal of the Town Manager. The Special Act will also address the process for removal.
LWV	What do we risk losing on all the boards if we move from a decentralized form of government to one that is more centralized? Silos have many good aspects: focus, individual cultures, efficiency, caring, creativity, etc. Have you considered the tradeoffs?	First, no boards are being eliminated, so we don't envision losing any of the virtues and benefits of our volunteer boards and their focus, creativity, cultural competence, and advocacy for important constituencies and programs. Second, by introducing some degree of centralization, boards will be liberated from some administrative functions that will enable members to maximize their contributions at a higher level, focusing on policy and setting goals and objectives. Third, by creating some degree of centralization, we anticipate opportunities for boards to share their creativity, knowledge and skills more than they do now.
LWV	Would the Town Manager be required to have a Masters in Public Administration? Why or why not?	The Selectmen are working on the job description now which will be ready for public review by early September. The Special Act and bylaws will also provide the essential requirements for the position.
LWV	Who develops the job description for the Town Manager?	The Selectmen are developing this now. Since they are responsible for hiring and supervising the Town Manager, they will take on this responsibility. We will review the document with them, of course.
LWV	What is the difference between a Town Manager and a Town Administrator?	A Town Administrator typically is an administrator to a Board of Selectmen while a Town Manager has more independent responsibilities, although still responsible to the Board of Selectmen. It should be noted that there are town administrators whose responsibilities are very much like those of a Town Manager so "titles" don't tell the whole story.
LWV	Hope to see, at some point, a detailed comparison of the Town manager role as proposed to the TM positions in the towns you studied.	We are providing you with our Index to our many documents that set out these comparisons. As of July 22, kindly refer to the TGSC document library on the Town website for these documents: <a href="http://www.wellesley.ma.gov/Pages/WellesleyMA_TGSC/index">http://www.wellesley.ma.gov/Pages/WellesleyMA_TGSC/index</a> )

KG	Hope to see clear and specific language about the role of Boards in general, and specifically with respect to involvement in hiring/firing decisions: job description, criteria for selection, recruitment process, interview process, final decision.	Documents are being drafted to address these issues. Specifically, the Board of Selectmen is in the process of drafting a job description for Town Manager and the proposed Search process; TGSC is drafting a memo on HR issues. All will be available by early September.
KG	Similarly [i.e., see question above]about Board role in budget development. Will TM work with department manager or Board in development? At what point—how many points in the process--does the Board have a role? (I think the ability to recruit strong Board members will depend on clarity about their role in the new framework.)	The Town Manager will begin the budget development process at the department level, likely through internal inter-departmental meetings, to get preliminary performance and forecasting information. From there, the boards are engaged as they always are: work to develop budget, vote budget, submit it to the Town Manager (formerly to the Advisory Committee), present to Advisory, work with Town Manager on any revisions, revote budget, present highlights of program to ATM.
BoS	How do the roles and responsibilities of the BoS and the relationship with the Executive Director work in a Town Manager form of government?	The roles will change as a Town Manager assumes the responsibility for the day-to-day operational management of the Town and the Selectmen assume more of a role of policy makers in their areas of responsibilities. We have prepared a chart, which is posted on our webpage on the Town website, of all the responsibilities of the Board of Selectmen which are found in our current by-laws, noted the current practice and whether those specific responsibilities will change under a Town Manager form of government. Of course, other boards retain their roles as policy makers in their areas of responsibilities.
SC	Other than the clarification in the by-laws, what is the difference in the job description and job expectations between our current EDGGS and the new Town Manager positions?	There are three significant changes. One is the responsibility given the Town Manager for the budget from preparation to presentation at Town Meeting. The current checks and balances will be retained with the BoS approval of guidelines and review of the budget, Advisory Committee review and recommendation, and vote by Town Meeting. Second is the responsibility given the Town Manager for administration of staff from hiring, evaluation, to removal, if necessary. The appointment of department heads (excluding the School Superintendent) will be made by the Town Manager with the <i>approval</i> of the relevant board. The board will have 15 days to approve and if it fails to act within the 15 days, the appointment will become effective. (This is a major change as of July 8 to our Draft Recommendations.) Third, the Town Manager would assume certain administrative responsibilities currently handled by the Selectmen, including the signing of warrants and the appointment/ hiring of certain Town employees (e.g., the Sealer of Weights and Measures).

SC	One of your slideshow presentations says that a Town Manager would “foster a culture of collaboration – improve internal communication” and “develop a strong, integrated cross-department management team.” This seems like a goal that is not easily met given the long history of the current decentralized culture in Wellesley. Can you discuss how this actually would happen, citing other towns and their adoption of a Town Manager system as examples?	The Town Manager will be charged with creating a management team approach as a core value. Interdepartmental meetings and cross-departmental collaboration will become the expected mode of operation. It is the expectation that anyone hired into this position would have the requisite leadership skills and management experience to accomplish this goal within Wellesley’s governmental structure.
SC	What does good cross-board and cross-department communication look like in a Town Manager system? How does it happen?	Good cross-board communication looks like any good internal meeting – ideally, all departments are represented and the Town Manager both facilitates and leads a discussion about whatever it is that everyone needs to know (the budget, for example). The Town Manager will be charged to assemble teams of managers and boards to address any issue that requires collaboration to foster a successful outcome. Through the leadership of the Town Manager, existing collaborative efforts will be institutionalize and strengthened.
SC	Is there an updated “Town Manager system government flow chart” that you can show on a slide – to contrast with the current (super decentralized!) chart?	We are in the process of preparing an org chart under a Town Manager form of government and will have it ready with all other materials in early September.
SC	Will you be recommending new and/or staff positions based on the new system? What would they be?	At the present time we do not anticipate new staff positions based on the new system.
SC	Do we need as many boards based on the new system? Why or what not.	The Town of Wellesley has a rich and successful history of volunteerism. While Wellesley has a large number of boards, the TGSC does not foresee a reduction in the number as a direct result of a transition to a Town Manager. It is possible that over time and with a new form of government, the benefit of combining department functions may become apparent and recommended.
<b>BUDGET</b>		
AC	Is it possible to endow the current Executive Director with the budget and personnel management control that is being suggested for the town manager?	Yes, it is possible to do so. Because the budget and personnel management authority are hallmarks of a Town Manager, we see no point in retaining the title “Executive Director of General Government Services”. In the future when we are recruiting a candidate for the position, we believe it is important to use job titles that professionals are accustomed to.

AC	What will the BOS oversight of the Town Manager look like? How will the BOS's responsibilities change with a Town Manager in place?	The BoS 's responsibility vis-à-vis the Town Manager will include annual goal setting and evaluation. If issues arise with the Town Manager, the Special Act establishing the position will set out the process for removal of the Town Manager. TGSC has prepared a chart posted on our webpage on the Town website that sets out the changes to the BoS responsibilities resulting from the creation of a Town Manager position.
AC	If there is a difference of opinion between the Town Manager and the Board on personnel decision, who makes the ultimate decision?	On a hiring decision of a department head, the Town Manager's recommendation must be approved by the affected board within 15 days (or the appointment becomes effective). That process , in effect, gives the board to reject the recommendation.
AC	Is there any evidence that towns with Town managers have an increased head count in Town hall to account for the centralization and shift of responsibility to the town manager.	We do not have this information , although we have been advised that efficiencies achieved through a Town Manager form of government may restrain the growth in head count.
AC	At the May 11 meeting, an attendee noted the absence of the perspective of board members and town employees (besides other Town Managers) from towns that have gone through this transition. Has the TGSC since sought input from such individuals? If yes, what did the TGSC learn? If not, why wouldn't the TGSC seek out input from such individuals?	The TGSC has now sought the perspective of a Selectman from a neighboring town who experienced the transition from Executive Director ultimately to Town Manager. We learned that the transition to be successful will take some time and that the resulting efficiency in use of Town resources (staff and finances) provides better service to the community. The Selectman also noted that it was a positive change for the Board of Selectmen to assume more of a policy-making role and that there had not been a decrease in volunteer participation. We will continue to obtain information of other board members in Towns that have moved to the Town Manager form of government.
LWV	What is the role of Advisory in this new process? Will they still review and be able to question the details of budgets, or are budgets going to be presented at a more aggregated, high level?	The Advisory Committee has the authority to structure itself any way that it wants to, and as a result Advisory can develop a process that its members find most useful. But the theory is that the Town-wide budget at a higher level would be presented to Advisory, and boards would continue to present at any level of detail the Advisory Committee requests. We have suggested that the Advisory Committee try to get more detailed written submissions from boards, because at present the Advisory Committee depends heavily on live presentations at their meetings that necessarily must be spread out over many weeks, resulting in a more fragmented and uneven view of the budget. See budget memo dated July 10, 2015 which provides a more detailed analysis of this question. It can be found on webpage for TGSC on the town website at <a href="http://www.wellesley.ma.gov">www.wellesley.ma.gov</a> .
AC	Would the role of the Advisory Committee be diminished in the budget process– would it review/questions/summary be less important, less relevant (considered or ignored)?	Advisory's role should be enhanced, as it would see the big picture all at once, and it would be the critical checkpoint on the Town Manager.

AC	Would Town Meeting members “rubber stamp” a joint budget presentation by the Town Manager and Superintendent?	Given the history of TMMs’ engagement in ATM matters in general and Article 8 in particular, it’s extremely hard to envision such a development. We think it much more likely that over time, the presentation of the budget by these two repeat players would evolve to being more responsive to the questions and issues that TMMs raise year in and year out.
AC	A. If the Town Manager is responsible for the entire town budget, then won't the Town Manager have final say over what articles are brought before Town Meeting? B. For example, if the Community Preservation Committee wants to appropriate money to the Playing Fields Task Force, then wouldn't that have to be first approved by the Town Manager?	A. The Board of Selectmen has the authority today to set the articles for Town Meeting. Any board that wishes to place an article on the warrant may do so. Citizens may also place articles in the warrant through the citizen petition process. No changes are recommended here. B. Under the provisions of Mass. General Laws Chapter 44B, the Community Preservation Committee must recommend the use of CPA funds for Town Meeting vote, regardless of what the Town Manager may or may not want.
AC	What would the Town Manager's role be in non-budgetary articles, such as Zoning Board amendments? Would the Town Manager have the ultimate say in what gets proposed at Town Meeting (since the hierarchy will be that the Chair of the Planning Board will "report to" the Town Manager)?	As it is today, any board can bring a warrant article to Town Meeting. The chair of the Planning Board does not “report” to the Town Manager. As explained previously, the boards retain their statutory responsibilities and do not “report” to the Town Manager.
AC	"By consolidating all budgeting in one place, this process will enable the AC to review the entire town budget at a higher level earlier than it has customarily been able to do." (From May 20th meeting) . . .	That’s the assumption. We’re not sure, however, whether Advisory <i>ever</i> sees the Town’s budget until late in the process.
AC	Will the Board Chairs still present their budgets to the AC or will they only present their requests to the Town Manager?	Yes, boards will still present to Advisory.
AC	If they do not present to Advisory, then does Advisory just hear from the Town Manager every week with budget updates?	Well, that wouldn’t be as bad idea, either. Advisory has the authority to ask for and get anything it thinks its needs to do its job so a periodic update, perhaps every two weeks, might work out well.
AC	If the Board Chairs do still present to Advisory, wouldn't this "going through the motions" be a waste of time if ultimately the Town Manager will decide on the board's budget?	The Town Manager only recommends – he or she cannot <i>decide</i> on a budget that is prepared by an independent board. Advisory still needs to hear the budgets at whatever level of detail Advisory deems appropriate, and retains its responsibility to analyze projections, work plans, assumptions, etc.

AC	In the May 20th meeting, it was suggested that the format of the budget would show "the town department budget request, the recommendation of the Town Manager, and the recommendation of the Advisory Committee." So does this mean that Advisory will vote on each department budget request instead of the entire town budget as a whole (as is done currently)?	No. The Advisory recommendation would be on the entirety of Article 8. But the report would show any budget divergences between boards and the Town Manager.
AC	Advisory should retain its role with respect to all of the articles that come before Town Meeting. Advisory's broad view of the array of issues before the Town puts it in a better position to understand financial matters before the Town.	COMMENT; NO RESPONSE NECESSARY
SC	How would the Advisory system change, if at all?	We assume that Advisory's workload would be reduced, that the book would get shorter, that Advisory members would renew for a second term, and that Advisory would play a higher level role in analyzing the budget and its impact. But Advisory remains the master of its own processes and requirements, so we wouldn't presume to impose upon the Committee how it should discharge its responsibilities.
SC	Will Boards have the flexibility to prepare/present multiple budget scenarios in the lead up to ATM. For example a budget that meets guideline and a budget in excess of guideline?	Yes – in fact, we're assuming that boards would do that in the fall.
SC	Currently the capital budget is presented earlier in the budget process. It appears that this proposal synchronize the timelines for operating & capital. Please comment	This process does contemplate that. It seems as if the boards can do that, and might prefer to do that. However, unless the format of submissions changes, it's hard to see how Advisory can manage that workload.
SC	Will TGSC be considering the budget process with regard to Board elections? The proposed budget process calendar does not weigh in on the impact of new board members, coming on after Boards have voted their budgets, but typically before going to ATM.	Eventually – there are strongly held views on this subject.
SC	Compared to other timeline intervals, the time between the 45 days pre-ATM and 7 days pre-ATM is long, but has critical work occurring. Would WGSC consider an interim	Yes. We think that is essential to a smoothly running process, and we'd expect any Town Manager to be the sort of person who'd do this on a regular basis.

	'check in' with Town Manager to ascertain progress towards voted budgets?	
<b>ELECTED TO APPOINTED</b>		
LWV	Could appointed board members live outside Wellesley?	Our current bylaws do not provide for this. The one exception is for certain designated board members for the SEC. We do not envision or recommend any change.
LWV	What are the checks and balances in the proposal to ensure that future BOS do not simply appoint insiders and friends?	On July 22, the TGSC amended its draft recommendations on its proposal to seek the appointment of the members of the Boards of Assessors, Health and Public Works. For Assessors and Health, the TGSC will <u>not</u> make the recommendation for appointment of its members. On Public Works, the TGSC is reconsidering its position there as well, but intends to seek a Moderator-appointed committee to look at the question of whether there should be a board of public works and , if yes, whether it should be elected or appointed.  The decision to drop the proposal about the appointment of members was based on the need to focus on the creation of the position of Town Manager. The issue of elected vs. appointed was very distracting to the central issue. It was a political decision to drop the recommendation.
LWV	How will we ensure that appointed boards respond to the needs of the citizens, if they don't face elections? (For example, will citizens feel that they need to go to the BOS with DPW concerns because otherwise they won't get results?)	See answer in block above
AC	Additional staff: The draft recommendations call for increased staff to reduce the administrative burden on volunteers. When will the TGSC have an estimate of the additional cost of these positions?	The draft recommendations do not call for "increased staff". We do anticipate, however, that there will be additional costs in the salary of the following: Town Manager (vs. Executive Director), Deputy Town Manager (taking on Land Use Division responsibilities), and possibly the Town Clerk (moving from elected to appointed position). We will have this information in early September.
AC	What type of outreach will be done (that is not done now) that will result in a new pool of volunteers available for appointments? I would think that a system where anyone can run in an election for a position is more inviting and inclusive than a system where "you have to know someone" to get appointed.	COMMENT; NO RESPONSE NECESSARY



LWV	Under a Land Use Division, the importance of the NRC is being diminished. How does this proposal ensure that environmental considerations will be just as strongly weighed as they are now?	We disagree with the first sentence. We believe that the Land Use Division (or whatever name it becomes) will more effectively advance the mission of the NRC.
LWV	Who hires the Land Use Director? What are the job responsibilities of the Land Use Director?	See the Land Use memo of June 5 which covers these matters which is found on the TGSC webpage on the Town website at <a href="http://www.wellesley.ma.gov">www.wellesley.ma.gov</a> .
LWV	Who develops the job description for the Land Use Director?	We anticipate that this would be done by the Town Manager, working with the HR Department, and with the departments and boards that will be involved in the Land Use Division.
LWV	If one purpose of the Land Use Division is flexibility of staffing with staffing for boards/committees not now staffed, why can't that be done right now by having a meeting of all effected groups and discussing needs?	Needs arise spontaneously and cannot always be anticipated. Under the current structure, no department is obliged to assist another department and no one can compel the staff of one department to assist the staff of another. The Director will have the ability, to ensure that proper cross-training and delegation of time and responsibilities is achieved to the benefit of all departments/boards, and to ensure the most efficient and user friendly functioning of the Land Use Division as a whole.
LWV	If another purpose of the Land Use Division is to make permitting more user friendly can't that be done now?	The principal reason permitting processes are so difficult to navigate is that there is no one responsible to assist in the coordination and monitoring of the various processes. While various departments and boards work diligently to perform their statutory functions, under the current structure there is little opportunity, incentive or authority to work across departmental boundaries. The Director will have the authority to coordinate with and, ultimately, direct each of the departments, boards and committees that will make up the LUD as to how better cooperation, communication and customer service.
ACC	The Land Use Division seems like a good idea. However, it serves nine Boards. That complexity seems pretty high. Can't we take advantage of this opportunity to consolidate/eliminate some of the Boards in this area?	The TGSC will make no recommendation to consolidate or eliminate boards at this time, as we believe each of the member boards serves important function and some have statutory authority, which must be preserved.
ACC	The fact that there is disequilibrium of workload among the collective land use departments needs to be address but a total reorganization is not necessarily the answer. Why wouldn't more collaboration and more effective use of our current structure resolve this issue?	The issue here is the structure. There is no lack of good will or interest in implementing some of the changes proposed (e.g., a permit tracking system, more regular communication across departmental lines, cross-training of personnel and professional development), but unless someone is charged with responsibility for these tasks (which are on-going needs), they will be difficult to implement. It was clear from our conversations with boards/departments that lodging these responsibilities with any one department would be problematic, particularly if differences of opinion arose.

KG	I wonder whether it might be a good idea to put the Sustainable Energy Committee in the new Housing Division. 60% of energy use is building related and I think it is important to build this consideration into the very beginning of the process, which might be best accomplished if part of the Division. I have discussed this thought with Ellen Korpi and she is open to exploring this.	The TGSC has begun discussions with SEC (July 16) about the possible inclusion of SEC within proposed Land Use Division.
<b>STRATEGIC PLAN</b>		
LWV	How does the Strategic Plan differ from the long range Comprehensive Plan?	The Planning Board is charged with creating a Comprehensive Plan that “is designed to provide a basis for decision making regarding the long term physical development of the municipality.” The Strategic Plan, under the direction of the BOS and with participation from many town boards, will cover a broader range of areas such as schools, public works and human services. It will also take into consideration the financial aspects of town government.
LWV	Could the Comprehensive Plan be adapted to be a stronger document, rather than creating a separate plan?	No, for the reasons stated above.
LWV	What do you mean by core value? How will these core values be determined?	Core values are those values most important and significant to the Town as identified through resident surveys, focus groups and similar activities. Wellesley’s core values serve to focus town government on the goals and priorities for all actions taken by town departments, boards, committees and by Town Meeting.
LWV	What is an “evergreen” plan?	An evergreen plan refers to a plan that adapts with changing conditions. The town, through the BoS, will revisit the Plan annually to note progress and possible amendments.
AC	The TGSC contemplates that Town Meeting will vote the proposed strategic plan. Will it be a binding legal document that is enforceable by law in that it has been voted up or down by Town Meeting?	At its meeting on July 8, the TGSC voted that the Town Manager should report to Town Meeting annually on the Strategic Plan. However, Town Meeting would not be asked to vote on the Plan itself.
AC	Will the BOS or the Town Manager ultimately be responsible for implementing it?	The Town Manager will be responsible for implementing it and reporting to Town Meeting each year on the Plan. But, since the Town Manager reports to the Board of Selectmen, the responsibility will ultimately lay with them.
AC	If "The Town Manager establishes a centralized point for long-term planning and the setting of town-wide priorities" (from May 20th meeting), then does the Town Manager ultimately have control over setting the strategic plan	The Town Manager’s responsibilities will be to facilitate the process for setting the town-wide priorities through the strategic planning process. The Strategic Plan is the responsibility of the Board of Selectmen.

	priorities? (I am struggling with the contradiction between a special town-wide committee being asked to form a strategic plan and the Town Manager having the "power" to "set the town-wide priorities.")	
AC	Where does this fit in on five-year financial plan?	The 5 year TWFP should be informed by the strategic plan.

GENERAL		
LWV	How much discussion was given to the number of Town Meeting members?	A lot. At the end of the day, the number of 240 members has worked well for generations in Wellesley, and we couldn't think of any credible reason why a different number of TMMs would be preferable.
LWV	Will this proposal require a town wide vote? Which aspects would have to go to a town wide vote?	The Special Act which creates the position of Town Manager and which sets out the appointment of Town Clerk, once approved by the General Court, will go to the voters for a town-wide vote.
LWV	A "citizen safeguard mechanism" of initiative, recall, or referendum is sometimes included in a transition to Town Manager. Is this included in your proposal? Why or why not?	We are not recommending such a mechanism. In all of our meetings with boards, residents and TMMs, the issue has not been raised.
LWV	What will the impact be on citizen participation in Wellesley? Concerns stem from: Elected boards with less responsibility – will volunteers feel that there is a reason to serve? Appointed boards will not feel accountable to the voters the way that elected boards do – will this lead to an increase in voter apathy?	We are attaching a separate comparison of our 12 benchmark towns that show the number of elected and appointed boards and the number of residents who populate those committees. It does not appear that voter apathy results from serving on appointed boards or from having fewer elected boards within a Town.
LWV	With all the questions that have been raised and all the unresolved issues, why bring this to a fall town meeting? What is the urgency?	We were asked by Town Meeting to review the structure of town government and recommend changes if warranted following our review. That is what we have done. We need to position ourselves for future challenges while the town is stable and strong financially. We must also anticipate changes within our most experienced and senior staff in the near future.
ACC	I think this is taking on too much at one time and the focus should be on the conversion to a town manager and creating a land use division. Once the transition to town manager has occurred the other issues could be considered in concert with the town manager.	COMMENT; NO RESPONSE NECESSARY

AC		Given the number of renovations and new construction on existing home sites, the developers, architects, construction crews and homeowners seem to me to be accomplishing their desired outcomes and completing their projects as they wish under the current structure.	COMMENT; NO RESPONSE NECESSARY
AC	GEN	The PBC should be under the direction of the FMD. The capabilities and sheer number of people at the FMD dwarf the PBC. The FMD is also adding an architectural capability. The FMD seems to have infinitely more experience overall than PBC and is much better networked in to all of the town departments. I think that FMD would have been well positioned to handle the recent school security initiative.	COMMENT; NO RESPONSE NECESSARY
BoS	GEN	A.What specific checks and balances will there be in the new structure? How will these work? B.How does work in other towns with Town Manager? (Latter question may be too difficult to answer.)	<p>A. There will be numerous checks and balances. In fact, as we have suggested changes, we have been very mindful of checks and balances.</p> <p>On appointment of Town Manager: a broad search process. This is a check.</p> <p>On removal of Town Manager: a clearly defined process set out in the Special Act.</p> <p>A check and balance for both the Town and the Town Manager.</p> <p>On evaluation of Town Manager: this is the responsibility of the Board of Selectmen. The check for the Town is through the election process of the Selectmen.</p> <p>On appointments of department heads: approval required by board of Town Manager's recommendation within 15 days and if no action within 15 days, appointment becomes effective. The check on the appointment by the Town Manager is the requirement of action/no action by the board.</p> <p>On personnel matters: Town Manager must work with HR Board/department on setting of personnel policies, the evaluation process, etc. HR Board is appointed by Town Moderator, a check.</p> <p>On budget: retained current checks of review and approval of guidelines by BoS; recommendation by Advisory Committee; and vote by Town Meeting on budget. Advisory Committee appointed by Town Moderator, a check.</p> <p>Finances of the Town: Responsibility of Town Manager. Audit Committee appointed by Town Moderator, a check.</p> <p>Land Use: participation in hiring of department heads and participating in some way in hiring of Deputy Town Manager; concerns regarding budget and staffing or other matters can be raised to the Town Manager, and if still unresolved to the</p>

			<p>Board of Selectmen. All checks.</p> <p>B. Our meeting with a Needham Town Selectman, he made it clear that the Board of Selectmen was very aware of issues within the Town and how the effectiveness of the Town Manager.</p>
SC	GEN	Please indicate which recommendations would need approval from the State Legislature.	The General Court must approve the creation of the position of Town Manager; the change from the election to appointment of Town Clerk; the appointment by the Town Manager of the directors of the Health Department, the Library and NRC; and depending on the recommended appointment process for the Police and Fire Chiefs (which is pending as of July 22, 2015), authority there as well.
SC	GEN	Please be explicit about any recommendations that would apply directly to school department structures and operations?	None of our recommendations applies directly to school department structures and operations. We do envision a high level of collaboration and frequent communication between the Superintendent and the Town Manager. We note, however, that there could be recommendations affecting school physical plant operations which result from the work of the ad hoc Moderator-appointed committee.
SC	GEN	Given all our current and future projects, School Committee is working closely with PBC. Can you talk about PBC's role and where it might fall in the Town Manager system?	The PBC and its staff will be treated like all other appointed boards/staff in the Town Manager structure. There is nothing about the PBC or its relationship to its staff that calls for different treatment.